



Delaware Department of
Services for Children, Youth and Their Families (DSCYF)

FY22 EEO/AA Report and FY23 Action Plan

Fiscal Year 2022

STATE OF DELAWARE
DEPARTMENT OF SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES (DSCYF)
FY 2022/FY 2023 EEO REPORT AND ACTION PLAN

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SECTION I: POLICY STATEMENT

SEE THE STATE OF DELAWARE RESPECTFUL WORKPLACE AND ANTI-DISCRIMINATION POLICY

SECTION II: EXECUTIVE SUMMARY

SUMMARY STATEMENT:

The Department of Services for Children, Youth and Their Families (DSCYF) was established in 1983 by the General Assembly of the State of Delaware. Its primary responsibility is to provide and manage a range of services for children who have experienced dependency, abuse, neglect, adjudication, and/or behavioral health conditions. Its services include prevention, early intervention, assessment, treatment, permanency, and aftercare. The Department offers varied career opportunities, attracting and retaining talented employees who are motivated and dedicated to the special charge of the Department to support some of Delaware's most vulnerable citizens and their families.

The Department is comprised of four divisions: The Division of Family Services (DFS), the Division of Youth Rehabilitative Services (DYRS), the Division of Prevention and Behavioral Health Services (DPBHS) and the Division of Management Support Services (DMSS).

The Department employs approximately 1081 full-time employees and 80 casual/seasonal employees at 30 locations, where we serve over 8,000 children on any given day. In addition to our employees housed within the Department's owned and leased space, the Department employs 54 Family Crisis Therapists (51 Merit and 3 contracted employees) who work in elementary schools throughout the state.

Mission Statement

The mission of the Department of Services for Children Youth and Their Families is to engage families and communities to promote the safety and well-being of children through prevention, intervention, treatment, and rehabilitative services.

Vision

Safe and healthy children, resilient families, and strong communities.

Core Values

Safety, Compassion, Respect, Collaboration - S.C.R.C.

Key Objectives:

- Investigate child abuse, neglect, and dependency, offer treatment services, foster care, adoption, and independent living;
- Provide accessible and effective behavioral and mental health services in the least restrictive environment possible for children.
- Prevent entry or reentry in one or more of DSCYF's core services by providing prevention and early intervention services.
- Reduce recidivism rates by providing juvenile justice services including detention, institutional care, probation, and aftercare services and;
- Provide educational programs that enable students to continue learning while in Department services and to return to their home school once discharged from services.

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DEPARTMENT SUMMARY	
Names of Divisions	# of Employees
Management Support Services (DMSS)	184
Prevention and Behavioral Health Services (DPBHS)	229
Youth Rehabilitative Services (DYRS)	320
Family Services (DFS)	348
TOTAL	1,081

Responsibilities for Implementation

RESPONSIBILITIES STATEMENT

Cabinet Secretary:

The ultimate responsibility for the implementation of the Department's EEO Report and Action Plan rests with the Department's Cabinet Secretary. Each Division Director affirms commitment to the Plan and associated actions through their performance plans and by demonstrating their leadership in implementing the expectations and activities required by the Action Plan.

Division Directors:

The Cabinet Secretary delegates responsibility to Division Directors and other members of the Department's management team for carrying out diversity, equity, and inclusion initiatives throughout the Department. The Directors assess the current and previous years' diversity statistics and determine the Divisions' opportunities for improving the diversity of its workforce and ways in which to foster an inclusive environment marked by a sense of belonging.

DHR/DMSS/Human Resources:

DMSS houses the Department's centralized human resource's function and, as a result, this Division plays an integral role in the development, implementation, and evaluation of strategies surrounding EEO/AA initiatives. The Human Resources Unit (HR Unit) provides data input for the preparation of Departmental EEO statistical reports. There is an ongoing review of personnel policies and practices with the goal of achieving and maintaining a diverse and inclusive organizational culture. The HR Unit advocates for change as needed and works to keep abreast of best practices in conjunction with external agencies and organizations.

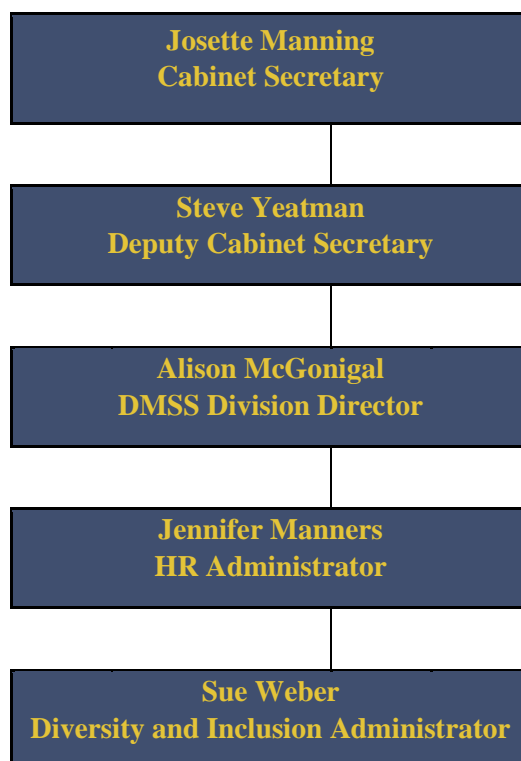
In addition to issues related to policy, the HR Unit monitors and offers counsel to Department leadership regarding employment and selection practices within the Department, and coordinates with the Department of Human Resources (DHR) to ensure that applicant and candidate pools reflect minimum standards of diversity.

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Diversity and Inclusion Administrator:

Day-to-day administrative responsibility for the Report and Plan is delegated to the Department's Diversity and Inclusion Administrator whose varied responsibilities include:

- Providing oversight of Departmental compliance with Executive Order Number Eight, the State of Delaware Respectful Workplace and Anti-Discrimination Policy, and applicable state and federal laws.
- Drafting, maintaining, and distributing the Department's EEO Report and Action Plan.
- Serving as the official liaison with relevant State organizations as designated by the Cabinet Secretary, including, but not limited to, the Department of Human Resources/Office of Diversity and Inclusion.
- Consulting with Department leadership and Division staff on workforce diversity, equity, and inclusion issues.
- Ensuring that all EEO procedures and requirements set forth in this Plan are followed.
- Promoting diversity, equal employment opportunity, and inclusion initiatives and providing technical assistance on such issues as recruitment, interviewing, and adhering to applicable regulations and laws governing EEO.
- Conducting EEO investigations ensuring compliance with the Department's policies.
- Serving as the liaison to the Agency's Diversity, Equity and Inclusion Committee as a partner on initiatives that integrate diversity, equity, and inclusion into all aspects of the employment lifecycle.



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Section III: FY22 Accomplishments: July 1, 2021, To June 30, 2022

STRATEGIC PRIORITY (SP-1)

Workplace Environment, Climate, and Culture

Foster an equitable and inclusive environment that recognizes the value of diversity among all employees working on-site and remotely.

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-1 Goal 1	<ul style="list-style-type: none"> Increase staff retention in key frontline areas. 	<ul style="list-style-type: none"> Staff turnover rates 	<ul style="list-style-type: none"> Supervisors and Managers Division Directors HR Unit 	<ul style="list-style-type: none"> Attendance Incentives, using ARPA funds, were implemented. Attendance Incentive Overtime Incentive Recruitment and referral incentive increased (from \$3000 to \$5000 sign-on and \$1000 to \$2500 referral bonus) Continuous Quality Improvement Collaborative (CQIC) focus groups held, and reports produced 	<ul style="list-style-type: none"> Monitoring of incentive program through the time of expiration of ARPA funds Currently underway – DSCYF funded Currently underway Introduced mid-FY22 and continues CQIC report completed
SP-1 Goal 2	<ul style="list-style-type: none"> Maintain well-trained staff, providing developmental opportunities to foster advancement. 	<ul style="list-style-type: none"> Promotion rates Training and development data 	<ul style="list-style-type: none"> Supervisors and Managers Division Directors HR Unit DHR 	<ul style="list-style-type: none"> HR assigned training modules for development for supervisors and managers Performance Improvement Plan instructions and plan format updated with individualized guidance provided for development from HR-E&LR 	<ul style="list-style-type: none"> HR developing training modules for release in January 2023 HR-E&LR completed Performance Improvement Plan updates and The release is underway for early FY23

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Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-1 Goal 3	<ul style="list-style-type: none"> Reduce complaints, with a focus on improved communication and expectation training. 	<ul style="list-style-type: none"> Number of Respectful Workplace and general Employee & Labor Relations Complaints filed 	<ul style="list-style-type: none"> Supervisors and Managers Division Directors HR Unit DHR 	<ul style="list-style-type: none"> Trauma-Informed Care Committee released additional training and updated the Supervisors and Managers Guide to trauma-informed care Responses to workplace complaints include training, coaching, and mentoring recommendations to leadership New Agency Diversity, Equity & Inclusion position posted and ready to fill SAMHSA's Systems of Care Grant obtained for Diversity, Equity & Inclusion Committee follow-up on Steering Committee work during FY21, including work with DE&I consultant (Committee Norms established, workgroups established, regular meeting schedule established, outreach for increased participation continues) and employee survey development, analysis, report, and recommendations 	<ul style="list-style-type: none"> Trauma-Informed Care Committee "Reframing" training for supervisors targeted for release in early FY23 DMSS Director follow-up underway to monitor actions taken on workplace complaint recommendations Expected Diversity, Equity & Inclusion position filled in FY23 DE&I Committee has met FY22 targets with early FY23 target completion for Phase 1 completions

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STRATEGIC PRIORITY (SP-2)

Management and Supervisory Effectiveness

Increase management and supervisory capacity to lead, engage and motivate a diverse and inclusive workforce to yield rigorous workforce outcomes and attainment of the state's mission, vision, and value proposition.

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-2 Goal 1	<ul style="list-style-type: none"> Increase transparency in communication from leadership and stronger supervisor support. 	<ul style="list-style-type: none"> Feedback from Stay Interviews Exit Survey Results Scheduled Town Hall and similar meetings 	<ul style="list-style-type: none"> Supervisors and Managers Division Directors HR Unit DHR 	<ul style="list-style-type: none"> 60 Stay interviews held with Secretary and Deputy Secretary Town Halls held throughout the Department, leveraging the virtual platform for increased participation and dialogue – follow-up provided individually, as necessary. HR-E&LR Q&A sessions scheduled HR-Extranet update plan formatted HR-Newsletter planning CQIC focus groups held and reports produced 	<ul style="list-style-type: none"> Stay interviews conducted with plan for continuation through FY23. Town Halls continue as a way of providing updates and answering staff questions and concerns. HR-E&LR Q&A to be held in early FY23 HR-Extranet updates underway as part of the Agency movement to the Intranet platform HR – First Newsletter to be released in October 2023 CQIC focus groups held and report completed

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Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-2 Goal 2	<ul style="list-style-type: none"> Increase employee engagement, through supervisor and manager communication skill development and access to additional supportive tools. 	<ul style="list-style-type: none"> Number of Respectful Workplace and general Employee & Labor Relations Complaints filed Employee Turnover Rate Feedback from Stay Interviews Exit Survey Results 	<ul style="list-style-type: none"> Supervisors and Managers Division Directors HR Unit DHR Training & Development 	<ul style="list-style-type: none"> New Agency Diversity, Equity & Inclusion position posted 60 Stay interviews held with Secretary and Deputy Secretary HR assigned training modules for development for supervisors and managers Performance Improvement Plan instructions and plan format updated with individualized guidance provided for development from HR-E&LR Responses to workplace complaints include training, coaching, and mentoring recommendations to leadership Trauma-Informed Care Committee released additional training and updated the Supervisors and Managers Guide to trauma-informed care CQIC focus groups held and reports produced 	<ul style="list-style-type: none"> Expected Diversity, Equity & Inclusion position filled in FY23 Stay interviews conducted with a plan for continuation through FY23 HR developing training modules for release in January 2023 HR-E&LR completed Performance Improvement Plan updates and release is underway for early FY23 DMSS Director follow-up is underway to monitor actions taken on workplace complaint recommendations Trauma-Informed Care Committee "Reframing" training for supervisors targeted for release in early FY23 CQIC focus groups held and report completed

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Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-2 Goal 3	<ul style="list-style-type: none"> Increase respectful and inclusive communication. 	<ul style="list-style-type: none"> Number of Respectful Workplace and general Employee & Labor Relations Complaints filed Employee Turnover Rate Feedback from Stay Interviews Exit Survey Results 	<ul style="list-style-type: none"> Supervisors and Managers Division Directors HR Unit DHR 	<ul style="list-style-type: none"> New Agency Diversity, Equity & Inclusion position posted 60 Stay interviews held with Secretary and Deputy Secretary Trauma-Informed Care Committee released additional trainings and updated the Supervisors and Managers Guide to trauma-informed care Responses to workplace complaints include training, coaching, and mentoring recommendations to leadership Diversity, Equity & Inclusion Committee follow-up on Steering Committee work during FY21, including work with DE&I consultant (Committee Norms established, workgroups established, regular meeting schedule established, outreach for increased participation continues) CQIC focus groups were held and a report produced 	<ul style="list-style-type: none"> Expected Diversity, Equity & Inclusion position filled in FY23 Stay interviews conducted with a plan for continuation through FY23 Trauma-Informed Care Committee “Reframing” training for supervisors targeted for release in early FY23 DMSS Director follow-up underway to monitor actions taken on workplace complaint recommendations DE&I Committee has met FY22 targets with an early FY23 target completion for Phase 1 completions CQIC focus groups held and report completed

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STRATEGIC PRIORITY (SP-3)

Recruitment and Retention

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-3 Goal 1	<ul style="list-style-type: none"> Reduce turnover rates for Division of Youth Rehabilitative Services (YRS) positions of: Youth Care Specialist (YCS), Youth Rehabilitation Treatment Specialist (YRTS) and Family Service Specialist (FSS) 	<ul style="list-style-type: none"> Turnover rate for each position 	<ul style="list-style-type: none"> Supervisors and Managers Division Directors HR Unit 	<ul style="list-style-type: none"> New Agency Diversity, Equity & Inclusion posted Attendance Incentives, using ARPA funds, were implemented. Attendance Incentive Overtime Incentive Recruitment and referral incentive increase (from \$3000 to \$5000 sign-on and \$1000 to \$2500 referral bonus, and incentive bonus) Utilize stay interview findings to foster retention Utilize results of exit surveys to create retention interventions CQIC focus groups were held and a report produced 	<ul style="list-style-type: none"> Position expected to be filled in FY23 Monitoring of incentive program through the time of expiration of ARPA funds Currently underway – DSCYF funded Introduced mid-FY22 and continues Stay interviews conducted with a plan for continuation through FY23 June 2023 CQIC focus groups held and report completed

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Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-3 Goal 2	<ul style="list-style-type: none"> • Increase the Qualified Candidate Pool 	<ul style="list-style-type: none"> • Creation of new classifications • Inclusion of additional related degrees for targeted positions • Finalization of removal of the degree requirement for Probation Officer positions 	<ul style="list-style-type: none"> • Division Directors • HR Unit • DHR 	<ul style="list-style-type: none"> • Discussions were held with DHR and reclassification underway • Researched advance salary and other potential solutions to Family Services Program Support Supervisor classification issue. There is a licensure requirement for some positions and not others that have created pay impacts. 	<ul style="list-style-type: none"> • Target depends on DHR • Target depends on DHR

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Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Steps Taken	Status
SP-3 Goal 4	<ul style="list-style-type: none"> • Increase the Number of Qualified Candidates Hired 	<ul style="list-style-type: none"> • Time-to-fill • Cost of out-of-pocket pre-employment screening 	<ul style="list-style-type: none"> • Cabinet Secretary • DMSS Division Director • HR Unit 	<ul style="list-style-type: none"> • Conversations underway between Cabinet Secretary, DMSS Division Director, and HR Unit • Waiver of fee for SBI fingerprinting • Scheduling blocks for NCC fingerprinting 	<ul style="list-style-type: none"> • October 2022 • October 2022 • January 2023

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SECTION IV: WORKFORCE ANALYSIS

DSCYF Overview:

The Department of Services for Children, Youth, and Their Families are underrepresented for minorities in two EEO-4 categories. DSCYF has 1,081 employees and minorities represent 52% of the DSCYF workforce, a 1% increase from FY21.

Below are observable trends that affect DSCYF's opportunity to increase diversity in its workforce:

- DSCYF is underrepresented for minorities in Technicians, but there are only 6 positions in this category. Females are underrepresented in the categories of Technicians and Paraprofessionals. The Paraprofessional category includes the Youth Rehabilitation Counselor series, but DSCYF has statutory requirements for the cottages and the institutions on the ratio of men and women.
- DSCYF has a diverse pipeline of applicants with approximately 31% of applicants identifying as minorities and 72% identifying as women. Although there is typically a large applicant pool, employee retention is a major issue in the Division of Youth Rehabilitative Services and the Division of Family Services. DSCYF is evaluating root causes of turnover through Climate Surveys and Exit Interview data.
- Each Division performs a vital role in helping youth in Delaware, but the nature of this work is stressful and can cause burnout early. Employees often leave DSCYF to work for other State of Delaware Agencies or private entities, where salaries are more competitive.
- DSCYF has hosted several open house hiring events targeting DYRS positions. These events have been successful for DYRS in attracting new applicants since interviews and conditional job offers are made on the spot. During such events, facility tours are provided which give applicants a better idea of the nature of the work.

In summary, DSCYF has a diverse workforce, but the nature of the work results in high turnover, especially in the early stages of employment. DSCYF must focus on supervisor and manager education regarding leadership and supervisory skills to make the working environment inclusive and keep employees engaged. DSCYF should continue its outreach and look at ways to market its positions so that the candidates understand the totality of the job responsibilities. Partnering with Delaware's and nearby Universities and the Delaware Pathways Program to offer internship/job shadowing opportunities could help to expose students to the work. DSCYF's workforce planning, and subsequent recruitment efforts should be broad in scope but focus on positions with high turnover such as Youth Rehabilitation positions and Family Service Specialists.

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DSCYF Demographics at a Glance:

The total number of DSCYF employees as of June 30, 2022, by EEO-4 category is 1,081.

The DSCYF EEO-4 workforce demographic data reflect the race/ethnicity and gender representation of the DSCYF workforce based on the total number of employees within the eight EEO-4 categories. Analyses are made comparing DSCYF workforce demographics to the available Delaware regional labor market statistics by race/ethnicity, and gender.

The following summary of findings were derived from this data:

Minority Representation:

- Minorities represent 52% of the total DSCYF workforce, a 1% increase from FY21.
- Minorities are under-represented in the following EEO-4 categories:
 - Technicians (-21%)
 - Skilled Craft (-4%)

Female Representation:

- Females represent 71% of the total DSCYF workforce, a 1% decrease from FY21.
- Females are under-represented in the following EEO-4 categories:
 - Technicians (-33%)
 - Paraprofessional (-22%)

Male Representation:

- Males represent 29% of the DSCYF workforce, a 1% increase from FY21.
- Males are under-represented in the following EEO-4 categories:
 - Officials & Administrators (-21%)
 - Professionals (-21%)
 - Protective Services (-26%)
 - Office & Clerical (-17%)
 - Skilled Craft (-5%)
 - Service Maintenance (-56%)

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EEO-4 Status Report FY 2022
(Without Casual/Seasonal)

Table 1

EEO-4 CATEGORY	MALE										FEMALE										TOTALS		
	White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial	Total Males	% of Category Total	Disabled Males	White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial	Total Females	% of Category Total	Disabled Females	Total Employees by Category	Total Minorities by Category	Minority % of Category
1 Officials & Administrators	24	24	0	0	0	0	1	49	34%	2	67	26	1	0	0	0	1	95	66%	1	144	53	37%
2 Professionals	68	55	3	2	1	0	1	130	21%	5	270	178	21	9	0	1	14	493	79%	17	623	285	46%
3 Technicians	4	0	1	0	0	0	0	5	83%	1	1	0	0	0	0	0	0	1	17%	0	6	1	17%
4 Protective Services	4	6	1	0	0	0	0	11	55%	0	2	4	2	0	0	0	1	9	45%	1	20	14	70%
5 Para Professional	11	84	1	0	0	0	1	97	46%	2	29	80	2	0	0	0	4	115	54%	2	212	172	81%
6 Office & Clerical	4	5	1	1	0	0	1	12	18%	2	27	23	1	1	0	0	1	53	82%	3	65	34	52%
7 Skilled Craft	7	1	0	0	0	0	0	8	89%	0	0	0	1	0	0	0	0	1	11%	0	9	2	22%
8 Service Maintenance	0	0	0	0	0	0	0	0	0%	0	0	2	0	0	0	0	0	2	100%	1	2	2	100%
Totals	122	175	7	3	1	0	4	312	29%	12	396	313	28	10	0	1	21	769	71%	25	1081	563	52%

Table 1 illustrates the total FY 22 workforce demographics by race/ethnicity and gender. This is an overview of the entire EEO-4 Workforce by EEO-4 job category.

Table 1 data were obtained from the PHRST system as of 06/30/2022.

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Minority Labor Market Representation FY2022 (Including Race and Ethnicity)

Table 2

EEO-4 CATEGORY	Labor Market %	Minority % of Category	Minority Variance to Labor Market	Comparison to Minority % of Category					
				Black	Hispanic/Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	25%	37%	12%	35%	1%	0%	0%	0%	1%
2 Professionals	29%	46%	17%	37%	4%	2%	0%	0%	2%
3 Technicians	38%	17%	-21%	0%	17%	0%	0%	0%	0%
4 Protective Services	37%	70%	33%	50%	15%	0%	0%	0%	5%
5 Para Professional	34%	81%	47%	77%	1%	0%	0%	0%	2%
6 Office & Clerical	31%	52%	21%	43%	3%	3%	0%	0%	3%
7 Skilled Craft	26%	22%	-4%	11%	11%	0%	0%	0%	0%
8 Service Maintenance	45%	100%	55%	100%	0%	0%	0%	0%	0%

Female Labor Market Representation FY2022 (Including Race and Ethnicity)

Table 3

EEO-4 CATEGORY	Labor Market %	Female % of Category	Female Variance to Labor Market	Comparison to Minority % of Category						
				White	Black	Hispanic/Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	45%	66%	21%	47%	18%	1%	0%	0%	0%	1%
2 Professionals	59%	79%	21%	43%	29%	3%	1%	0%	0%	2%
3 Technicians	50%	17%	-33%	17%	0%	0%	0%	0%	0%	0%
4 Protective Services	19%	45%	26%	10%	20%	10%	0%	0%	0%	5%
5 Para Professional	77%	54%	-22%	14%	38%	1%	0%	0%	0%	2%
6 Office & Clerical	65%	82%	17%	42%	35%	2%	2%	0%	0%	2%
7 Skilled Craft	6%	11%	5%	0%	0%	11%	0%	0%	0%	0%
8 Service Maintenance	44%	100%	56%	0%	100%	0%	0%	0%	0%	0%

Male Labor Market Representation FY2022 (Including Race and Ethnicity)

Table 4

EEO-4 CATEGORY	Labor Market %	Male % of Category	Male Variance to Labor Market	Comparison to Minority % of Category						
				White	Black	Hispanic/Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	55%	34%	-21%	17%	17%	0%	0%	0%	0%	1%
2 Professionals	41%	21%	-21%	11%	9%	0%	0%	0%	0%	0%
3 Technicians	50%	83%	33%	67%	0%	17%	0%	0%	0%	0%
4 Protective Services	81%	55%	-26%	20%	30%	5%	0%	0%	0%	0%
5 Para Professional	23%	46%	22%	5%	40%	0%	0%	0%	0%	0%
6 Office & Clerical	35%	18%	-17%	6%	8%	2%	2%	0%	0%	2%
7 Skilled Craft	94%	89%	-5%	78%	11%	0%	0%	0%	0%	0%
8 Service Maintenance	56%	0%	-56%	0%	0%	0%	0%	0%	0%	0%

Tables 2, 3, and 4 illustrate the variance between the Regional Labor Market and [AGENCY] demographics. Also illustrated is a percentage breakdown of demographic representation by race/ethnicity, gender, and EEO-4 job category.

Tables 2, 3, and 4 data were obtained from the PHRST system as of 06/30/2022.

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Minority Representation Trends FY20, 21, 22

Table 5

EEO-4 CATEGORY	FY20 Minority Variance of Labor Market	FY21 Minority Variance of Labor Market	FY22 Minority Variance of Labor Market
1 Officials & Administrators	19%	13%	12%
2 Professionals	22%	16%	17%
3 Technicians	-27%	-13%	-21%
4 Protective Services	31%	28%	33%
5 Paraprofessional	48%	46%	47%
6 Office & Clerical	21%	15%	21%
7 Skilled Craft	27%	4%	-4%
8 Service Maintenance	56%	55%	55%

Female Representation Trends FY20, 21, 22

Table 6

EEO-4 CATEGORY	FY20 Female Variance of Labor Market	FY21 Female Variance of Labor Market	FY22 Female Variance of Labor Market
1 Officials & Administrators	22%	23%	21%
2 Professionals	22%	20%	21%
3 Technicians	-21%	0%	-33%
4 Protective Services	18%	21%	26%
5 Paraprofessional	-36%	-23%	-22%
6 Office & Clerical	25%	23%	17%
7 Skilled Craft	4%	4%	5%
8 Service Maintenance	55%	56%	56%

Male Representation Trends FY20, 21, 22

Table 7

EEO-4 CATEGORY	FY20 Male Variance of Labor Market	FY21 Male Variance of Labor Market	FY22 Male Variance of Labor Market
1 Officials & Administrators	-22%	-23%	-21%
2 Professionals	-22%	-20%	-21%
3 Technicians	21%	0%	33%
4 Protective Services	-18%	-21%	-26%
5 Paraprofessional	36%	23%	22%
6 Office & Clerical	-25%	-23%	-17%
7 Skilled Craft	-4%	-4%	-5%
8 Service Maintenance	-55%	-56%	-56%

Tables 5, 6, and 7 illustrate trends for the past three fiscal years by comparing the variance between the Regional Labor Market and Executive Branch demographics for minorities, females, and male employees by EEO-4 job category.

Tables 5, 6, and 7 data were obtained from the PHRST system as of 06/30/2022

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SECTION V: COMPLAINTS

Table 8

Total Complaints by Gender as of 06/30/2022	
Male	23
Woman	19
Other	0
Total	42
Total Complaints by Race/Ethnicity as of 06/30/2022	
Black - African American	19
Asian	0
Hispanic/Latinx	3
Native American/Alaskan Native	0
Not identified	0
Pacific Islander/Native Hawaiian	0
Two or more races	0
White	20
Total	42
Total Complaints by Employment Status as of 06/30/2022	
Merit	42
Non-Merit Exempt	0
Casual/Seasonal	0
Temp/Contract	0
Total	42
Total Complaints by Category as of 06/30/2022	
Informal	4
Formal	36
External	2
Total	42

Total Complaints by Type as of 06/30/2022	
ADA	2
Discrimination	4
Gender	0
Generic Issue	5
Harassment	18
Hostile Work Environment	10
Merit Rule	0
Misconduct	1
Retaliation	1
Sexual Harassment	1
Workplace Violence	0
Total	42
Total Complaints by Current Status as of 06/30/2022	
Open	15
Closed	27
Total	42
Total Complaints by Resolution as of 06/30/2022	
To be Determined	12
Substantiated	3
Unsubstantiated	27
Total	42

Table 8 illustrates total complaints by gender, race/ethnicity, employment status, category, type, status, and resolution.

Table 8 data were obtained from agency internal records during FY22.

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SECTION VI: EMPLOYEE ACTIONS

Table 9

TYPE	2021		2022		PERCENT CHANGE
	Total	Percent	Total	Percent	
DISCIPLINES					
Total Female Non-Minority Disciplines	9	8%	8	8%	-11%
Total Female Minority Disciplines	41	35%	48	47%	15%
Total Male Non-Minority Disciplines	9	8%	5	5%	-44%
Total Male Minority Disciplines	57	49%	42	41%	-26%
Total Disciplines	116	1.00	103	100%	-11%
SEPARATIONS					
Total Female Non-Minority Separations	37	19%	59	25%	37%
Total Female Minority Separations	76	40%	107	45%	29%
Total Male Non-Minority Separations	26	14%	25	11%	-4%
Total Male Minority Separations	52	27%	47	20%	-11%
Total Separations	191	100%	238	100%	20%
NEW HIRES					
Total Female Non-Minority New Hires	37	22%	101	26%	63%
Total Female Minority New Hires	82	49%	193	49%	58%
Total Male Non-Minority New Hires	29	17%	34	9%	15%
Total Male Minority New Hires	20	12%	62	16%	68%
Total New Hires	168	100%	390	100%	57%
PROMOTIONS					
Total Female Non-Minority Promotions	63	35%	63	35%	0%
Total Female Minority Promotions	74	41%	77	43%	4%
Total Male Non-Minority Promotions	16	9%	14	8%	-13%
Total Male Minority New Hires	28	15%	24	13%	-14%
Total Promotions	181	100%	178	100%	-2%

Table 9 displays the total number of disciplines, separations, new hires, and promotions by gender and minority status.

Table 9 data were obtained from the PHRST system as of 06/30/2022.

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SECTION VII: EMPLOYEE ENGAGEMENT

Figure 10

Training by Gender

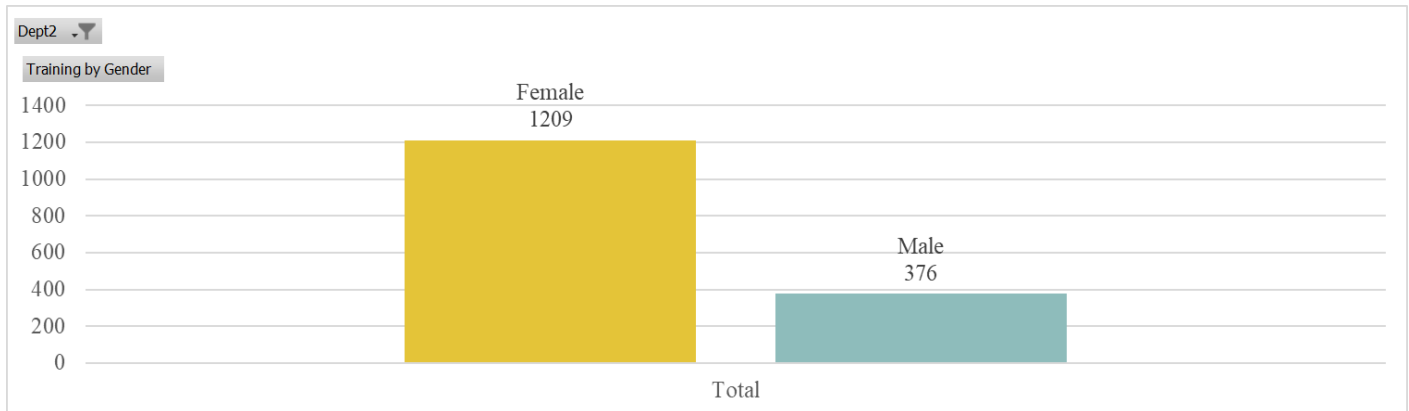
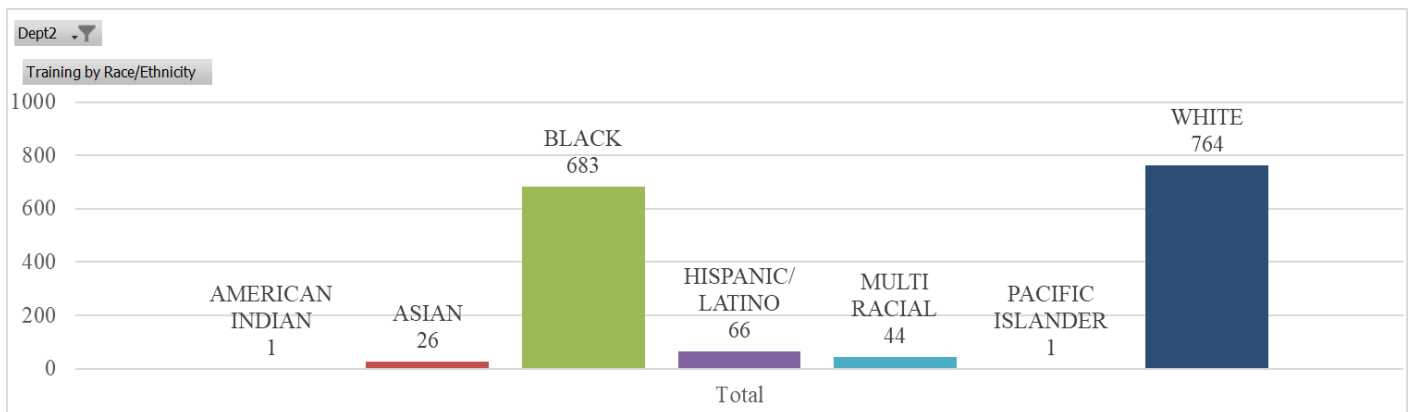
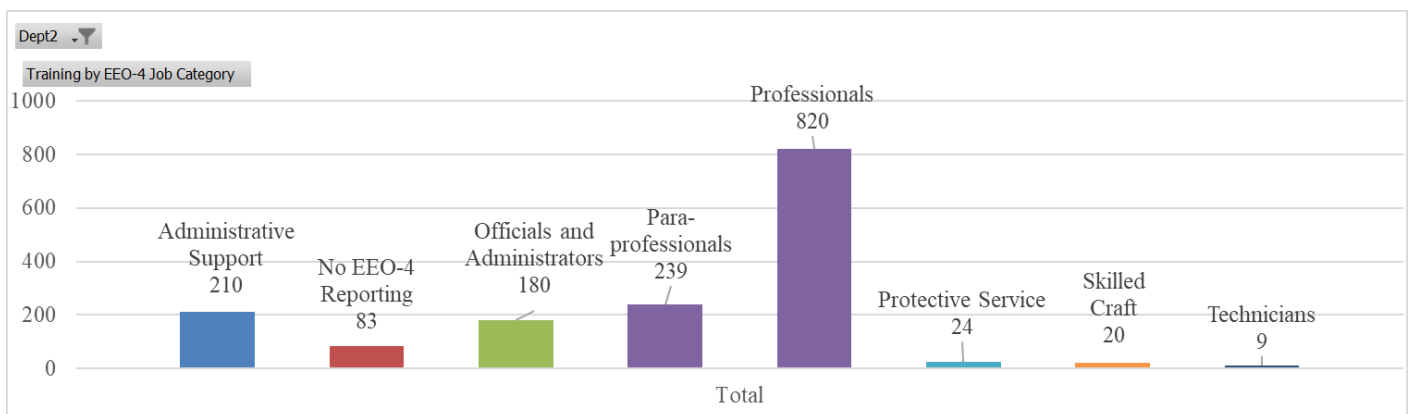


Figure 11

Training by Race/Ethnicity



Training by EEO-4 Job Category



Figures 10-12 display the total number of attendees for D&I-related training courses by gender, race/ethnicity, and EEO-4 Job Category

Figures 10-12 data were obtained from the Delaware Learning Center (DLC) system as of 06/30/2022.

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Table 13

TUITION REIMBURSEMENT SUMMARY	
	Number
Total Non-Minority Female	7
Total Minority Female	3
Total Non-Minority Male	1
Total Minority Male	1
Total Employees Requesting Tuition Reimbursement	12

Table 13 displays the total number of employees receiving tuition reimbursement by gender and minority status.

Table 13 data were obtained from agency internal records during FY22.

Table 14

DISABILITIES SUMMARY	
	Number
Total Employees Self-Identified or Disclosed Disabled	37
Total Requests for Accommodations	51
Total Requests Accommodated	42
Total Selective Placement Candidates Interviewed	1
Total Selective Placement Candidates Hired	0

Table 14 displays the total number of employees who requested accommodations, the total number of accepted accommodations, the total number of employees who self-identified or disclosed as disabled, the total amount of candidates interviewed via the Selective Placement Program, and the total number of employees hired either via the Selective Placement.

Table 14 data were obtained from the PHRST system as of 06/30/2022.

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Table 15

EXIT SURVEY SUMMARY						
	EXCELLENT	GOOD	AVERAGE	BELOW	POOR	TOTAL
Agency as a place to work	14%	40%	28%	8%	9%	100%
	12	34	24	7	8	85
Opportunity for advancement or promotion	6%	25%	24%	29%	16%	100%
	5	21	20	25	14	85
Recognition of accomplishments/contributions	11%	26%	31%	17%	14%	100%
	10	23	27	15	12	87
Relationships with co-workers	40%	36%	19%	3%	2%	100%
	34	31	16	3	2	86
Relationship with your manager/supervisor	41%	23%	20%	11%	5%	100%
	36	20	17	10	4	87
Agency commitment to quality and customer service	17%	34%	26%	9%	13%	100%
	15	30	23	8	11	87
Work area tools available to perform the functions of your job	23%	29%	34%	7%	7%	100%
	20	25	30	6	6	87
Performance goals were clear and you knew what was expected of you in your job	26%	37%	22%	10%	5%	100%
	23	32	19	9	4	87
Training and development needs were assessed and met	21%	35%	26%	7%	12%	100%
	18	30	22	6	10	86
Benefits package	35%	41%	12%	5%	7%	100%
	30	35	10	4	6	85
Compensation	9%	21%	25%	20%	25%	100%
	8	18	21	17	21	85
Family-Friendly Workplace	23%	30%	21%	13%	13%	100%
	20	26	18	11	11	86

Table 15 illustrates Exit Survey Summary data for employees who left the Department and were willing to provide responses.

Table 15 data were obtained from the employee responses provided on an online survey during FY22.

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SECTION XIII: RECRUITMENT AND RETENTION SUMMARY FY22 (JULY 1, 2022 – JUNE 30, 2023)

Table 16

HARD-TO-FILL VACANCIES							
Vacancies (as of 6/30/21)	Vacancies (as of 6/30/22)	Job Code	Job Title	Total # Positions	Vacancy Rate FY 21	Vacancy Rate FY 22	% change FY22 vs FY21
20	21	MDDC01	Family Crisis Therapist	152	13%	14%	5%
27	39	MDDQ01	Family Service Specialist	98	28%	40%	31%
21	30	MDDV01	Youth Care Specialist I	78	27%	38%	30%
19	18	MDDV02	Youth Care Specialist II	101	19%	18%	-5%
16	11	MDMA01	Youth Rehab. Treatment Specialist	25	64%	44%	-31%

Table 17

HARD-TO-FILL APPLICANT PIPELINE						
Job Code	Job Title	# Times Posted in FY22	Total # Aps Received	Average # Aps Received	Total # Aps Qualified	Average # Aps Qualified
MDDC01	Family Crisis Therapist	14	199	14	N/A	N/A
MDDQ01	Family Service Specialist	18	171	10	N/A	N/A
MDDV01	Youth Care Specialist I	15	375	25	N/A	N/A
MDDV02	Youth Care Specialist II	7	223	32	N/A	N/A
MDMA01	Youth Rehab. Treatment Specialist	4	69	17	N/A	N/A

Tables 16 and 17 display hard-to-fill vacancies by job classification, along with the applicant pipeline statistics for those hard-to-fill classifications including the number of times the position was posted, the average number of applications received per posting, and the average number of applicants deemed to meet the minimum qualifications (MMQ) for the position.

NOTE: A review of JobAps as well as the Agency process for recording data is underway so “Total # Aps Qualified” and “Average # Aps Qualified” will be reflected in future reports.

Table 16 data were obtained from the PHRST system as of 06/30/2022.

Table 17 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2022.

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Table 18

Turnover by Division				
Dept ID	Division	Turnover Rate FY21	Turnover Rate FY22	% Change FY22 vs FY21
370110100	SCYF/Mgt Sup Svcs/Of of Sec	13%	15%	2%
370115100	SCYF/Mgt Sup Svcs/Of ofDirec	11%	13%	2%
370120100	SCYF/Mgt SupportSvs/Fiscal	2%	0%	-2%
370125100	SCYF/MgtSupportSvs/FacMgmt	17%	29%	12%
370135100	SCYF/Center for Prof Develo	0%	50%	50%
370140200	SCYF/Mgt Support Svcs/Educ S	10%	16%	6%
370150100	SCYF/Mgt Sup Svcs/Mgt Info S	23%	21%	-2%
370410100	SCYF/Managed Care Organizat	7%	21%	14%
370420100	SCYF/Early Intervention	4%	18%	14%
370430200	SCYF/Periodic Treatment	9%	14%	5%
370440100	SCYF/24 Hour Treatment	9%	19%	10%
370440200	SCYF/24 Hour Treatment	11%	19%	8%
370510100	SCYF/YRS/Office o/t Directo	0%	50%	50%
370530300	SCYF/YRS/Community Services	3%	23%	20%
370550200	SCYF/YRS/Secure Care	31%	34%	3%
370610100	SCYF/FamilySvs/Of o/t Direc	5%	14%	9%
370630300	SCYF/FamilySvs/Intake/Invst	13%	21%	8%
370640400	SCYF/FamilySvs/Intrvntn/Trt	12%	15%	3%
Department Average		10%	22%	12%

Table 19

Turnover by Hard-to-Fill Jobs				
Job Code	Job Title	Turnover Rate FY21	Turnover Rate FY22	% Change FY22 vs FY21
MDDC01	Family Crisis Therapist	10%	5%	-5%
MDDQ01	Family Service Specialist	10%	3%	-8%
MDDV01	Youth Care Specialist I	22%	84%	62%
MDDV02	Youth Care Specialist II	60%	20%	-40%
MDMA01	Youth Rehab. Treatment Specialist	100%	55%	-45%

Tables 18 and 19 display employee turnover rates by Division and Hard-to-Fill Job Classifications. Turnover is the difference between the number of new employees versus the number of employees who leave or transfer to another Department. Employees who transfer between Divisions within the same Department do not count.

Tables 18 and 19 data were obtained from the PHRST system as of 06/30/2022.

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RETIREMENT ELIGIBILITY BREAKDOWN - FY22

Figure 20

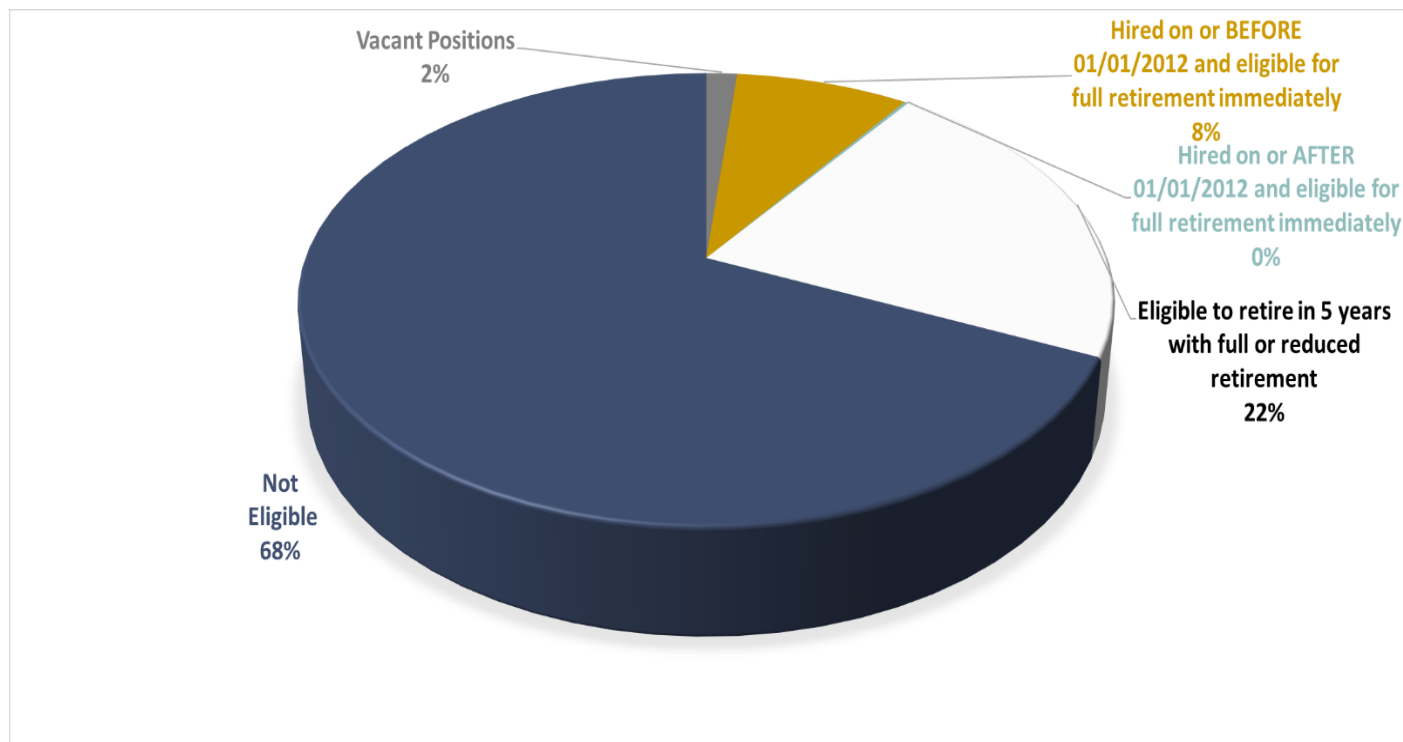


Figure 20 illustrates the percentage of positions based on their retirement eligibility status.

Figure 20 data were obtained from the PHRST system as of 06/30/2022.

Retirement Eligible Criteria: **

Employees Initially hired prior to January 1, 2012

1. Five (5) years pension credited service (must have five (5) consecutive) and has attained age 62; or,
2. Fifteen (15) years of pension credited service (must have five (5) consecutive) and has attained age 60; or,
3. Thirty (30) years of pension credited service (must have five (5) consecutive) regardless of age.

Employees Initially hired on or after January 1, 2012

1. Ten (10) years pension credited service (must have five (5) consecutive) and has attained age 65; or,
2. Twenty (20) years of pension credited service (must have five (5) consecutive) and has attained age 60; or
3. Thirty (30) years of pension credited service (must have five (5) consecutive) regardless of age

**Source: State Employees' Pension Plan Retirement Overview, 29 Del. C. c. 55, as amended.

STATE OF DELAWARE

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RETIREMENT ELIGIBILITY BY DIVISION as of 6/30/2022

Table 21

Management Support Services (DMSS)						
Total # Positions	Filled Positions	Vacant Positions	Hired on or BEFORE 01/01/2012 and eligible for full retirement immediately	Hired on or AFTER 01/01/2012 and eligible for full retirement immediately	Eligible to retire in 5 years with full or reduced retirement	Not Eligible
193	184	9	29	0	58	97
Prevention and Behavioral Health Services (DPBHS)						
Total # Positions	Filled Positions	Vacant Positions	Hired on or BEFORE 01/01/2012 and eligible for full retirement immediately	Hired on or AFTER 01/01/2012 and eligible for full retirement immediately	Eligible to retire in 5 years with full or reduced retirement	Not Eligible
232	229	3	24	1	63	141
Youth Rehabilitative Services (DYRS)						
Total # Positions	Filled Positions	Vacant Positions	Hired on or BEFORE 01/01/2012 and eligible for full retirement immediately	Hired on or AFTER 01/01/2012 and eligible for full retirement immediately	Eligible to retire in 5 years with full or reduced retirement	Not Eligible
323	320	3	10	0	63	247
Family Services (DFS)						
Total # Positions	Filled Positions	Vacant Positions	Hired on or BEFORE 01/01/2012 and eligible for full retirement immediately	Hired on or AFTER 01/01/2012 and eligible for full retirement immediately	Eligible to retire in 5 years with full or reduced retirement	Not Eligible
349	348	1	27	1	58	262
Department of Services for Children, Youth, and Their Families Totals						
Total # Positions	Filled Positions	Vacant Positions	Hired on or BEFORE 01/01/2012 and eligible for full retirement immediately	Hired on or AFTER 01/01/2012 and eligible for full retirement immediately	Eligible to retire in 5 years with full or reduced retirement	Not Eligible
1097	1081	16	90	2	242	747

Table 21 illustrates the total number and percentage of positions by Division based on their retirement eligibility status.

Table 21 data were obtained from the PHRST system as of 06/30/2022.

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Applicant Pipeline

In FY22, 4,354 people applied online to DSCYF jobs, a 6% increase from FY21 in which 4,080 applied. This includes applicants for all jobs posted in the Delaware Employment Link (*JobAps*) Recruitment System including Casual/Seasonal Recruitments.

NOTE: During the course of preparing this report, the Agency realized that *JobAps* data alone would be used to report new hires, as opposed to PHRST data. Historically, *JobAps* was not updated at the time of hire to capture this information. The Agency is now reporting the information through *JobAps*. This is the reason that the reported hires are so low. PHRST data indicates that 143 hires occurred in the fiscal year with an additional 193 transfers.

Figure 22

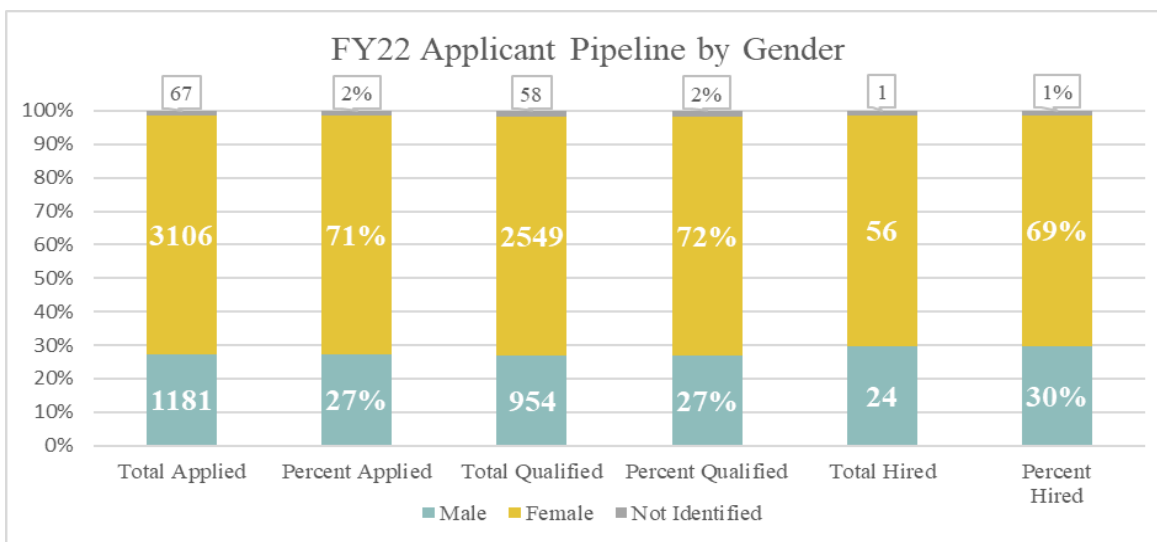
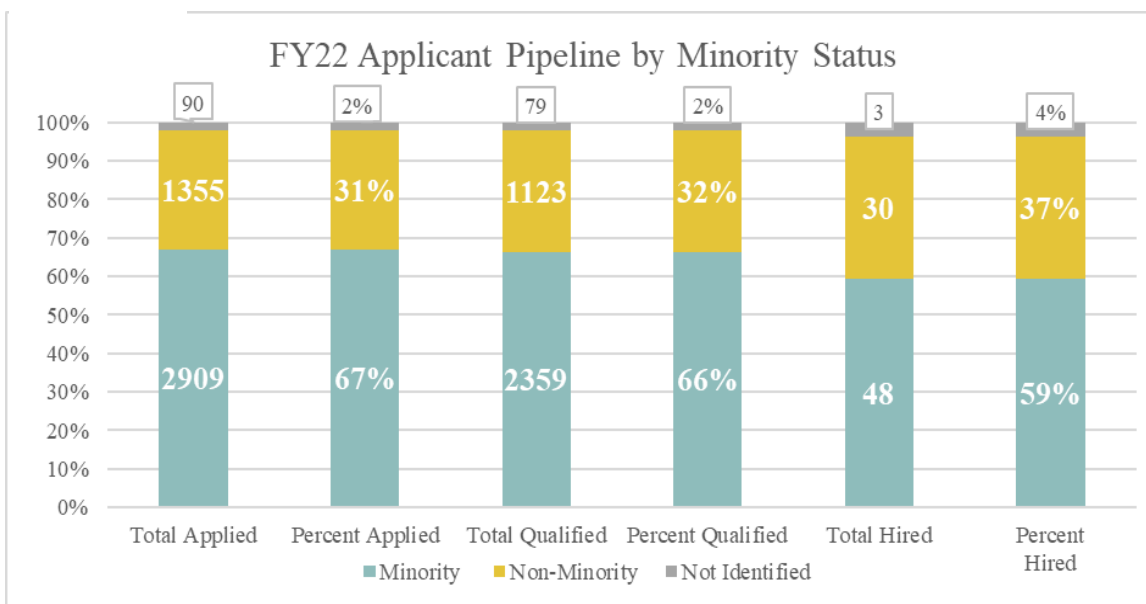


Figure 23



Figures 22 and 23 illustrate the total applicants who applied to State of Delaware jobs on the state's primary hiring platform, The Delaware Employment Link at statejobs.delaware.gov, by minority vs. non-minority and gender. Further illustrated is the total number of applicants who were found qualified and hired, also by minority status and gender.

Figures 22 and 23 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2022.

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Recruitment and Hiring Times

Table 24

Fiscal Year	Average Time-to-Fill (days)	Average Time-to-Hire (days)
FY21	82	57
FY22	56	37
Change FY21 vs FY22	-26	-20

Table 25

Fiscal Year	Average Time Req-to-Open (days)	Average Time Closing Date-to-Referral (days)
FY21	6	4
FY22	5	3
Change FY21 vs FY22	-1	-1

Table 24 illustrates the average time in calendar days it takes to hire for vacant jobs and *measures the hiring manager's effectiveness in making hires.*

- Time-to-Fill is measured by the number of calendar days from recruitment posting to a conditional offer for hire. The current metric is 40 calendar days.
- Time-to-Hire is measured by the number of calendar days from the time a referral list of qualified candidates is created for the hiring manager until a conditional offer for hire. The current metric is 15 calendar days.

Table 25 illustrates the average time in calendar days it takes to post recruitments for vacant jobs and *measures HR's effectiveness in processing recruitments.*

- Average Time from Request-to-Open is measured by the number of calendar days it takes HR from the time they receive a request to fill a vacant position until they get the recruitment posted. The current metric is 2 calendar days.
- Average Time Closing Date-to-Referral is measured by the number of calendar days from the time recruitment closes until a referral list of qualified candidates is created for the hiring manager. The current metric is 5 calendar days.

Tables 24 and 25 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2022.

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SECTION IV: PLAN OF ACTION - FUTURE STEPS TO IMPLEMENT IN FY23 (JULY 1, 2022 – JUNE 30, 2023)

STRATEGIC PRIORITY (SP-1)

Workplace Environment, Climate, and Culture

Foster an equitable and inclusive environment that recognizes the value of diversity among all employees working on-site and remotely*.

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources/Action Items	Target Date to Launch
SP-1 Goal 1	<ul style="list-style-type: none"> Increased employee engagement 	<ul style="list-style-type: none"> Number of Respectful Workplace and general Employee & Labor Relations Complaints filed Turnover rate Results of stay interviews 	<ul style="list-style-type: none"> Supervisors and Managers Division Directors HR Unit 	<ul style="list-style-type: none"> Attendance Incentives, using ARPA funds, were implemented. Attendance Incentive Overtime Incentive Recruitment and referral incentive increased (from \$3000 to \$5000 sign-on and \$1000 to \$2500 referral bonus) Trauma-Informed Care Committee (“Reframing” training) Agency Diversity, Equity & Inclusion position Diversity, Equity & Inclusion Committee (workgroup progress, intranet page) Utilize exit survey results to create retention initiatives Continued utilization of stay interview data to foster retention strategies Agency-wide Speak-Up campaign Critical Incident Stress Management Team Development CQIC report and strategic plan 	<ul style="list-style-type: none"> July 2022 completed July 2022 completed July 2022 completed July 2022 completed January 2023 January 2023 January 2023 January 2023 July 2023 March 2023 March 2023 October 2022

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Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Launch
SP-1 Goal 2	<ul style="list-style-type: none"> • Increase Inclusivity and Belonging within a Diverse Workforce 	<ul style="list-style-type: none"> • Number of Respectful Workplace and general Employee & Labor Relations Complaints filed • Turnover rate • Results of stay interviews 	<ul style="list-style-type: none"> • Supervisors and Managers • Division Directors • HR Unit • Training Unit 	<ul style="list-style-type: none"> • Diversity, Equity, and Inclusion Committee • Agency Diversity, Equity & Inclusion position • Awareness months • Implicit Bias training • Mental Health awareness – Stop the Stigma initiatives • Neurodiversity • Intersectionality • Gender identity • CQIC report and strategic plan 	<ul style="list-style-type: none"> • January 2023 • January 2023 • Jan. 2023 • March 2023 • May 2023 • Dec. 2022 • June 2023 • June 2023 • October 2022
SP-1 Goal 3	<ul style="list-style-type: none"> • Increased application of diversified recognition programs 	<ul style="list-style-type: none"> • Recognition submission rates • Results of stay interviews 	<ul style="list-style-type: none"> • Supervisors and Managers • Division Directors • HR Unit • DHR 	<ul style="list-style-type: none"> • DSCYF newsletter • Division Spotlight awards • DSCYF/DHR Employee of the Quarter/Year Awards • CQIC report and strategic plan 	<ul style="list-style-type: none"> • January 2023 • September 2022 • September 2022 • October 2022

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STRATEGIC PRIORITY (SP-2)

Management and Supervisory Effectiveness

Increase management and supervisory capacity to lead, engage and motivate a diverse and inclusive workforce to yield rigorous workforce outcomes and attainment of the state's mission, vision, and value proposition.*

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Launch
SP-2 Goal 1	<ul style="list-style-type: none"> • Increase transparency in communication from leadership and stronger supervisory support 	<ul style="list-style-type: none"> • Turnover rates • Results of Stay Interviews 	<ul style="list-style-type: none"> • Supervisors and Managers • Division Directors • HR Unit 	<ul style="list-style-type: none"> • Stay interviews • HR-E&LR Q&A sessions • HR Intranet updates • Division Town Halls 	<ul style="list-style-type: none"> • July 2022 • August 2022 • October 2022 • January 2023
SP-2 Goal 2	<ul style="list-style-type: none"> • Increase accountability through performance management 	<ul style="list-style-type: none"> • Turnover rates • Results of Stay Interviews • Rate of performance evaluation completion (potential) 	<ul style="list-style-type: none"> • Supervisors and Managers • Division Directors • HR Unit 	<ul style="list-style-type: none"> • TIC goals incorporated in performance plans • Leadership goals incorporated in performance plans • CQIC report and strategic plan 	<ul style="list-style-type: none"> • January 2023 • January 2023 • January 2023
SP-2 Goal 3	<ul style="list-style-type: none"> • Increase leadership knowledge, skills, and abilities of supervisors and managers 	<ul style="list-style-type: none"> • Results of Stay Interviews 	<ul style="list-style-type: none"> • Division Directors • HR Unit 	<ul style="list-style-type: none"> • DLC (iLead Frontline Leadership Training) • Informal and Formal Mentoring 	<ul style="list-style-type: none"> • January 2023 • March 2023

STRATEGIC PRIORITY (SP-3)

Professional Development, Education, and Awareness

Enhance and provide professional, personal, and leadership development programs to advance the success of all employees across the life cycle of their careers with a key focus on equitable enrollment and participation in professional development, engagement, education, and training opportunities*.

** At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

Strategic Priority	Objective	Measures of Success/Key Results	Responsible Group	Resources	Target Date to Launch
SP-3 Goal 1	<ul style="list-style-type: none"> Increase Succession Planning and Knowledge Transfer 	<ul style="list-style-type: none"> Turnover rates Results of Stay Interviews 	<ul style="list-style-type: none"> Supervisors and Managers Division Directors HR Unit Training Unit 	<ul style="list-style-type: none"> Explore use of the Performance Skills (PS) leader tool DISC training and tool 	<ul style="list-style-type: none"> January 2023 October 2022 – January 2023
SP-3 Goal 2	<ul style="list-style-type: none"> Increase leadership skills of supervisors and managers 	<ul style="list-style-type: none"> Turnover rates Results of Stay Interviews Supervisor and manager training reports (enrollment and completion data) 	<ul style="list-style-type: none"> Supervisors and Managers Division Directors HR Unit Training Unit 	<ul style="list-style-type: none"> Trauma-Informed Approach in supervision (TIC) Diversity, Equity, and Inclusion position and committee HR training modules 	<ul style="list-style-type: none"> October 2022 January 2023 March 2023
SP-3 Goal 3	<ul style="list-style-type: none"> Maintain well-trained staff, providing developmental opportunities to foster advancement. 	<ul style="list-style-type: none"> Promotion rate Training and development data Results of stay interviews 	<ul style="list-style-type: none"> Supervisors and Managers Division Directors HR Unit DHR Training Unit 	<ul style="list-style-type: none"> HR training modules iLead Frontline Leadership Training Program Review of DISC Training for teams Leveraging of Performance Evaluation Process Explore inter-Agency collaborations to broaden training opportunities 	<ul style="list-style-type: none"> January 2023 March 2023 June 2023 March 2023 March 2023